



Workpackage 2

Description of Implementations

vers. 5.4

SUBPROJECT:

Competence development and staff recruiting

Trans National Project Manager:

Hild Marit Olsen, Municipality of Bodø

Participating partners:

Luleå, Sweden

Hafnarfjordur, Iceland

Akureyri, Iceland

Hornafjordur, Iceland

Naerverkid, Faroe Islands

Oulu, Finland

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description of implementations

Strategy focus

Concrete general description of intended new functions and/or systems.

Expected outcome

That content, areas of responsibility, and or function has fully been determined, described and specified concerning the intended implementation for concerned parts of the organization. This step will largely be based on the final reports and conclusions of OLE.

Demography

Table 1: Bodø 01.01.09

Age	Total	Male	Female
0-5	3633	1872	1761
6-15	6202	3179	3023
16 -66	31645	16010	15635
67 -79	3475	1632	1843
80 – 89	1334	490	844
90 +	206	44	162
Total	46495	23227	23268

- ✚ In **Norway** the official pension age is 67 years, and for some professionals/groups in the health care services there is a legally pension age at 66.
- ✚ Many choose to retire at 62, with special pension called AFP. (avtalefestet pensjon).
- ✚ In the latest years several different senior arrangement are established to secure that elderly employed stay longer in work. For instance one day off each week, one week longer holiday, shift arrangements, and so on.
- ✚ We also have a large amount on falling out of work because of sickness or health problems related to working conditions. There is a great focus on this, and there are made a lot of arrangements to prevent illness and health damages caused by work. Good Systems for Health, Safety and Environment (HSE/HMS) has a central role in this context.

Table 2: Luleå 31.12.2008

Age	Total	Men	Female
0-14	11 351	5 810	5 541
15-25	11 723	6 226	5 497
26-49	23 294	12 097	11 197
50-64	14 600	7 303	7 297
65-74	6 846	3 310	3 536
75-79	2 462	1 057	1 405
80-84	1 772	726	1 046
85-89	973	369	604
90-94	311	83	228
95-99	74	16	58
100-w		2	7
Total		36 999	36 416

- ✚ The official pension age in **Sweden** is 65, but you have the right to remain at work until 67 years of age.
- ✚ The government is investigating changes of the pension age and how to make it possible for elder people to remain at work even after 67 years of age.

TABLE 3: Hafnarfjordur 01.03.2009

Age	Male	Female	Total
0-9 ára	2024	1995	4019
10-19 ára	1991	2026	4017
20-29 ára	2045	1938	3983
30-39 ára	2050	1835	3885
40-49 ára	1904	1823	3727
50-59 ára	1464	1380	2844
60-69 ára	840	854	1694
70-79 ára	489	533	1022
80-89 ára	222	329	551
90-99 ára	31	73	104
100 ára >	1	3	4
Total	13061	12789	25850

TABLE 5: Akureyri 01.01.2009

Age	Total	Male	Female
0-5	1600	843	757
6-15	2601	1304	1297
16 -66	11454	5727	5727
67 -79	1267	579	688
80 - 89	533	206	3270
90 +	86	26	60
Total	17541	8685	8856

TABLE 4: Hornafjordur 01.01.2009

Age	Total	Male	Female
0-5	137	68	69
6-15	340	183	157
16 -66	1408	735	673
67 -79	150	85	65
80 - 89	66	32	34
90 +	11	4	7
Total	2112	1107	1005

Recourse: Statistics Iceland [Population by municipalities, sex and age. 01.01.2009.](#)

- ✚ The official pension age in **Iceland** is 67, but most people work until the age of 70
- ✚ In recent years there has been increase in people stop working at the age of 65 with parted pension, mainly in the public sector
- ✚ Discussion to give people 70 years and older an opportunity for part-time work as long as their health and will is for participation in the job market, and some agreements have been made on this issue between the government and the Association of Elderly people

- ✚ The economic crisis in Iceland last fall brought increased unemployment. The public opinion today is about people going sooner on pension to create opportunities for younger people in the work market
- ✚ The employment situation has been very good in Iceland in recent years, only about 1% unemployment
- ✚ Total inhabitants in Iceland January 2009 was 319.368 (Males; 162.068 and Females; 157.300).

TABLE 6:Faroe Islands 01.01.2009

Age	Total	Male	Female
00-09	7056	3458	3598
10-19	7565	3634	3931
20-29	5541	2458	3083
30-39	6186	2862	3324
40-49	6855	3220	3635
50-59	6044	2904	3140
60-69	4691	2168	2523
70-79	2898	1465	1433
80-89	1630	1029	601
90 >	312	210	102
Total	48778	23408	25370

Source: www.hagstova.fo

- ✚ The official pension age in the **Faroe Islands** is 67 years
- ✚ Some professions like teachers have an option for early retirement from the age of 60
- ✚ Employees at Narverkid can choose to stay at work until they are 70 years old
- ✚ The Home Office retirement policy for their own staff encourages reduction in work time up to retirement.

1. Implementation

The project will work with two main themes, competence development and staff recruiting.

Competence development

To better the work environment and make the job attractive in institutions, the project will focus on

- ✚ Broadening the competence of staff by establishing educational programs
- ✚ Solutions in organization to secure integration and long term performance

Staff recruiting

Focus will be on attracting more staff by

- ✚ Marketing the profession at educational institutions and among the unemployed
- ✚ Organize marketing of existing careers
- ✚ Establish a function for strategic recruiting

1.1 Intended implementation

Description of the organizational structure in the planned implementation:

To empathize the importance of OLE2 for the partners, the following table shows the age and gender in the elderly care. The table demonstrates the need for action regarding the high age and gender disproportion in professions in elderly care :

TABLE 7: All partners 01.01.2009, mean age and FTE total staff. Source: partners

	Permanent employees 2008		Substitute employees 2008	
Gender	Average age	FTE	Average age	FTE
Akureyri (Total staff)				
Female	44	180,1	26	18,4
Male	43	5,4	27	1,5
Luleå - Total	44	2.202		
Female	45	1.909	Not available	Not available
Male	41	293	Not available	Not available
Bodø (45 >)				
Female	52	435,01		
Male	50	54,01		
Hornafjord (Total staff)				
Female				
Male				
Hafnarfjord				
Female				
Male				
Oulu				
Female				
Male				
Naerverkid (Total staff)				
Female	48	785		
Male				

Bodø

- 🌈 We believe in being an attractive employer based on best practice, in particular to implement results from Morkved (OLE 1); How to create good working places and good living conditions for the elderly
- 🌈 Related to this, we see similarities with the Eden alternative in Faroe Islands and want to use their experience in the further work in Morkved and other nursing home in the municipality
- 🌈 Formal cooperation with the education system is important (specially the Higher education/university college in Bodø). Affect the content in the education more in the direction of elderly care

- ✚ Cooperation with the Nordland-hospital: create good systems for intership (both ways)
- ✚ Voluntary in the Nursery homes (as they do in Mørkved); School children are working at Mørkved sykehjem one day a week – it is a very successful activity.
- ✚ Good shift system and full time jobs for those who want it, is an important issue in the project
- ✚ A project that aims to increase the recruitment of immigrants has just started in the Municipality, in cooperation with the labour authorities
- ✚ Using young, motivated professionals (employed in Bodø kommune) to promote their work and their profession
- ✚ Implement good results in other nursery homes and in home care, who is not a part of the project
- ✚ Increase the amount of apprentices to secure education and recruitment of future health care professionals.

Luleå

There is one profession which are regarded as problematic in terms of recruitment of educated people – nurses. There is no significant problem to find and employ educated nurse assistants and attendants for permanent vacant positions, it is however a little bit more difficult to find skilled educated persons for temporary positions.

According to a report on the future need of recruitments in elderly care, there is a decrease in employees in age groups 16-54, whereas in the groups 55-64 there is an increase. This prognosis does apply to all the departments at the municipality, not only in elderly care. According to the Swedish governments plan of action for right competence in health care for the whole country, there will be a shortage of 200 000 people with secondary health care education in year 2015. (Handlingsplan för kompetensförsörjning inom vård och omsorg 2004-06-15).

So far the municipality have been able to recruit personnel in accordance with the demand. This prognosis however indicates a concern of the fact that those that are to be hired as substitutes for those that leave as pensioners are fewer. The cause of this situation is believed to be the low childbearing of the 60-, 70, and 80th. In the healthcare sector alone the total recruitment need up to year 2012 is estimated to be 2600 full time emplacements, or 3100 persons. (Rapport prognos rekryteringsbehov Luleå kommun 2003-2012).

There are three professions within the county council/primary health care which are regarded as problematic, in terms of recruitment of skilled/educated people, Medical Secretary, Doctors and Nurses, whereas for other professions, assisting nurses and staff nurses, there is no shortage in skilled/educated personnel to hire.

✚ **Recruitment**

We advertise vacancies in our local/regional newspapers; labour exchange and on different web pages. We visit education workshops, employment exchange and some education companies. As a marketing activity we sometimes visit secondary schools and the university.

The county council/primary health care is doing the same but they also visit and invite doctors from other countries.

Staff from other cultures

There is no exact number of how many people who works in health care that are coming from other cultures. There is no special strategy for recruiting staff from other countries but the policy for equality is that everyone has the same value irrespective sex, religion, social status and so on.

Educations programs

Secondary school: Care program, 3-years – regular education. Vocational training in health care, gives qualification to work as a nurse assistant/attendant. Makes you qualified to continue to university studies.

Adult education: 2-3 semesters or longer. Often older students, who have experience from workinglife, who want to get a formal qualification. Makes you qualified for to work as nurse assistant and personal assistant.

University studies: Nurse program, 3 year, Luleå technical university, Institution for healthy science.

Occupational therapist program, 3 year, Luleå technical university, Institution for healthy science.

Physiotherapy program, 3 year, Luleå technical university, Institution for healthy science.

Practical vocational training: The municipality yearly supplies different education programs with practical vocational training in elderly care i.e. Social care program, Nurse program etc.

Educational development Municipality of Luleå: Plans for competence developments for individuals are in progress. The administration does not yet have a joint plan for this but each department does work with competence development in their strategic planning and staff dialogues. Some educations have been hold, for example an education in daily rehabilitation (working method) and contact management for all personnel in elderly care.

Hafnarfjörður

The number of employees in the elderly service sector in Hafnarfjörður are 25, and they are only working in home service not in nursery homes, as that is in the responsibility of the government in Iceland.

Professions

Today most of the employees in elderly homecare service are unskilled workers. However a few of them have different skilled and educational background within the social sector. From 2008-2009 4 employees are studying special elderly services at Borgarholtsskóli, secondary school in Reykjavík. Even though most of the staff are unskilled it must be stressed that majority of them have a long work experience within the sector and therefore they are highly qualified for their obligations.

Requested qualification

During the last 15 years there was a lack of all kind of employees for work in the elderly sector. However after the economic crises in Iceland, which started in October 2008, this has changed dramatically. Now with about 10% un-employ rate

in Iceland the demand for all kind of jobs in the elderly sector in Hafnarfjörður is very high. The municipality wants to hire more employees which have finished educational programme for social assistants working in the elderly sector.

Recruitment

The recruitment process is quite simple. Normally the municipality publish a ad in both local and national newspapers. The applicant send in a written proposal which is evaluated by the director of elderly services in co-operation with the HR-management department. A written contract is made and for the first weeks all new employees go through a training programme, by following an experienced “mentor”. All new employees receive a information folder with job description and quality process. Staff meetings are held regularly once a week.

Educational programs

Hafnarfjörður has been participating and active in developing an new educational programme for social assistants working in the elderly sector. This programme is offered by the Borgarholtsskóli which is a secondary school in Reykjavík.

The main purpose of the social assistant studies is to provide knowledge on how to increase quality of life for those individuals who need special assistance. The courses include assistance to and care of children and adolescences who have social difficulties. Assistance to handicapped individuals, the elderly, individuals with psychological problems and other illnesses.

Learning and education on social assistance studies is conducted in the afternoons and on the internet. The education is planned for individuals over 22 years of age and have at least 3 years work experience. In addition they need to have completed workrelated courses given by the local unions, municipalities or other instances the handle similar courses. Scope of these courses have to be 220-230 hours and should be equivalent to 17 units of special studies in social assistant education. If the student has completed any studies in polytechnic school it is evaluated according to official course list in any polytechnic school if it is equivalent to the studies tin becoming a social assistant.

The education consists of social, psychological and pedagogical studies and special studies on handicap and geriatric service. Specialization is of 7 units on each field and students can elect to do both if they choose so.

Educational development

The Social Service in Hafnarfjörður has been running their own “On the job training programme” for many years and is also working closely with the labor unions and continuous education funds in Iceland.

Akureyri & Hornafjörður

Staff

The staff are the most important resource and the whole service is based on good and qualified staff. In Akureyri are around 300 people working in permanent jobs and in Hornafjörður around 80.

Around 40% of the staff is skilled and around 60% unskilled. Of the skilled staff most are registered nurses and nurse assistants. The professionals has until now been seeking jobs at the hospitals rather than in elderly care and therefore it has been difficult to get skilled staff.

We want to increase the professional staff by encouraging our staff to seek education or increase their education.

We need renewal because of high median age of our staff.

Balance the gender ratio (we will see the ratio like it is in population of elderly).

Increase variety of education of our employee.

Facilities

Increase access to courses related to the work by improving facilities and computer access for e-learning and web courses. In the university of Akureyri you can learn nursing and occupational therapy. Where nursing study programs and occupational therapy studies are offered, pupils come for vocational training and introduction. In Hornafjörður it is possible to study nursing via the internet. Both places offer high schools and distance learning in various courses.

In Akureyri there is a University that offers both occupational therapy and nursing study programs. Akureyri also has a high school and a vocational school where there is possible to train to be a nursing assistant and also a nursing assistant specialized in caring for the elderly. Many private companies in Akureyri offer various courses and education.

Technical

Equipment for web meetings and courses.

Methods

It's important to have a clear policy and goals. The nursing homes in Akureyri have recently begun working according to an ideology called Eden Alternative. This ideology emphasizes that the nursing homes are the *homes* of the elderly living there. The ideology has a mission to improve the wellbeing of the elderly and those who work for them. The vision is to eliminate loneliness, helplessness and boredom which cause the bulk of suffering among those living in nursing homes. The Eden Alternative shows how companionship, the opportunity to give meaningful care to other living things, and the variety and spontaneity that mark an enlivened environment can succeed where pills and therapies often fail. Places that have adopted the Eden Alternative typically are filled with plants, animals and are regularly visited by children. Studies show that implementation of The Eden Alternative is a powerful tool for improving quality of life and quality of care for the residents and the staff.

Being an attractive employer based on best practice.

Promoting the work with the elderly in our municipalities and the many career possibilities within elderly care.

Cooperation with the education system and try to affect the content in the education more in the direction of elderly care.

Cooperation with the hospitals

Seeking voluntaries f.e. with cooperation with the schools

Have good shift system and full time jobs for those who want it

Increase all kinds of education.

Naerverkid

Our work with implementation is focused on the staff at the elderly care in The Faroe Islands as well as nursing services to people at all age. Our project will be carried out at the nursing home, "Mørkin" where we will work with Competence Development,

and we are going to use documentation to get a model to use in others nursing homes in Faroe Islands.

Mørkin is a nursing home in the Primary Care Service: Nærverkið- Home care – area 2. There are 32 beds in the Nursing Home. The home is divided in four small units, with 8 residents in each unit. Our intention is that that the nursing homes will be even more active for all the elderly in the area. We also want to work with staff and Recruiting together with Educational and Cultural Institutions in the Faroe Islands and get experiences from the participants from the other countries.

The politicians have decided to implement “The Eden Alternative” in our nursing homes. The mission in “The Eden Alternative” is to improve the well-being of the elders and those who care for them by transforming the communities in which they live and work. The vision with “The Eden Alternative” is to eliminate loneliness, helplessness and boredom. With Eden Alternative the old people get more involved in their own life, and the staff will have more influence on there own work, and it will result in more feeling of meaningfulness .

We want to work very concretely with this project with documentation so the old people area will be an attractive and more visible part in the society, and we think that staff recruiting will be easier in the future.

Furthermore we also have plans for other projects, which are relevant to competence and Staff recruiting the area.

1.2 Stakeholders

Description on how stakeholders will be involved in, benefit and/ or be affected, by the outcome of the project:

Bodø

- 🚦 **Staff concerned** – learn new methods, focus on quality, job satisfaction, and strategic competence development
- 🚦 **Politicians** – focus on prognoses and consequences, and use the results in long term planning
- 🚦 **Pensioners** – engage and motivate and make interested for preventive and good health care on all levels. Focus on dignity and activity. Involving relatives.
- 🚦 **Target groups** – beside our staff, pensioners and relative: school system and higher education, hospital and the regional health authority, employment authorities,
- 🚦 **Interest organizations** and/or Unions – pensioner organizations, voluntary organizations. - Two unions are formally involved in the project, also the Eldery Board in Bodø, but we also want to involve more (the voluntariness central, the Pensioner University, the Red cross can be)
- 🚦 **Others** that have interest in OLE2- The whole municipality, our region, and national authorities.

Luleå

- ✚ Introduction of a strategic recruitment unit is started. A recruitment manager is hired to recruit short-term substitutes to the activities of nursing and care
- ✚ Function of temporary agency is to help managers to solve short-term absence up to fourteen days
- ✚ Guidelines available for the recruiting work, and introduction plans for the newly employed
- ✚ Software for use in recruiting and competences registration of staff competence is under development
- ✚ Formal cooperation is established with the Secondary school, regional university, the Technical university of Luleå, and the Employment agency
- ✚ Project Fulltime for all employee in the municipality of Luleå
- ✚ Education for health-care staff in the Social department in Luleå.

Hafnarfjörður

- ✚ **Employees involved** – the staff involved in the project will learn new practical methods and collect success stories from other partners in the project. The focus will be on job satisfaction and lower staff turnover
- ✚ **Politicians** – will use the network and the experience from this project for future planning in the elderly sector
- ✚ **Target groups** – the main target groups in this project will be the staff, pensioners and their relatives, the school system, the authorities, labor unions and other interest groups
- ✚ **Others** – that might be interested in the project are the citizens of Hafnarfjörður, other municipalities, media and the national government.

Akureyri & Hornafjörður

- ✚ **Staff concerned** - Higher educational ratio. Increases job satisfaction, competence and skills
- ✚ **Politicians** - HSSA and ÖA is run by the municipalities and a director's board occupied by politicians. The project will also increase their knowledge of elderly care and thereby increase quality and participation of politicians in this area of work. The results may affect the long term planning in elderly care in the municipalities
- ✚ **Pensioners** - Hopefully we will get information from pensioners or users of the service about how they would like to see the elderly care in the future and thereby influencing it. Focus on dignity and activities. Engage them in preventive and good health care. Cooperate with relatives
- ✚ **Target groups** - Pensioners, relatives, staff, schools and higher educations, hospitals and regional health authorities, employment authorities
- ✚ **Interest organizations** and/or Unions - Labor union, the pensioners societies, the Red cross a.c.
- ✚ Others that have interest in OLE2.

Naerverkid

- ✚ **Staff concerned** - At the nursery home, Mørkin, the staff is directly involved with education in Eden Alternativ, which is started and the implementation is ongoing. Ownership to the staff is important as it is expected to give more stable employees and better job satisfaction
More applications (better qualified)

Less absence due to illness

An education for nurses is under development

Software for use in recruiting and competence registering.

- ✚ **Politicians** - their visions will be fulfilled/according the political 'vision 2015', seen through (get knowledge in services and how the money are spent) , better possibility to start new initiative, good reputation – branding the elderly care, more expertise and respect.
- ✚ **Pensioners** - Better services to the pensioners, more great of self-determination, , more contentment, more independence, an attractive place to come when I am depended of others
- ✚ **Target groups** - The employees at Heimataenastuni, Nurses, Health visitor, Healt assistant, Occupational therapist- physiotherapist, Catering officer, Porter.
- ✚ **Interest organizations** and/or Unions - Pensioners' association, Board of Concerned, Local authorities, Educational establishment and others
- ✚ **Others** that have interest in OLE II - Health services, Cultural institutions, Educational institutions, the other countries in the OLE II-project.

1.3 Providers, public or private

Description of how providers will be involved in - or connected to - new procedures / functions, or otherwise affected by the outcome of the project:

Bodø

- ✚ We think this is difficult to describe fully at this time in the project. But as a result of OLE 1 we have a formalized cooperation with one primary school, we have good systems for student practice, and we have started the work with best practice in cooperation with the hospital. We also want to continue the marketing/PR of health care occupations to students in the high school system
- ✚ Municipality of Bodø, The Nordland-hospital and the academic leadership of the High school for Health and Social subjects, has cooperated on establishing an educating on the level above high school (between high school and university). This has been a very successful work; the course is now approved and will be established in Bodø from autumn 2009. This means that we will have a college in health care subjects, as a further education for our help tent/nurse assistant.

Luleå

- ✚ In Luleå home help and minor health treatment is provided by home help personal employed by the municipality. (No other providers are available)
- ✚ Co-operation is established with Secondary school and Luleå Technical University, institution for healthy science. Meetings are hold continual with Secondary school in the municipality, with the university is a agreement/contract established. The agreement means that the municipality takes students for practical training in exchange the university offers shorter vocational training.

Hafnarfjordur

See chapter 1.1. Educational programmes.

Akureyri & Hornafjordur

- ✚ **Institutions** - HSSA, other parts of the municipality, such as services for the disabled and the social services. The municipality will provide opportunity for our staff to seek higher education in health and social care. We will also follow through the implementation of the project.
- ✚ **School system** - The Secondary school, educational center and the University center here in Hornafjordur will provide the courses in health and social care according to demand. In Akureyri is a university where you can learn nursing and occupational therapy. There are also secondary schools where you can learn to be assistant nurse and assistant nurse with elderly care as a speciality. There are also private schools providing many kinds of courses and education
- ✚ **Others** - The societies of elderly in both municipalities and the general public.

Naerverkid

- ✚ **Sevices** – Advisers and specialists, Hairdressers and pedicures, who are coming to the nursery homes or the elderly go out to their clinics,
- ✚ **Institutions** – Kindergarten comes to visit the nursery homes og makes things together with the elderly, Culture instutions, Sport institutions
- ✚ **School system** - Get the pupils from county schools in job experience, The public health school, Nursing school, Music schools, Evning schools
- ✚ **Others** – Voluntarily as f.ex. devotions, Dance associations, lectures, car drivers, relations, employees.

2. Implementation in relation to current procedures

2.1 Changes

Deescription of changes that are nessessary in current procedures to be able to reach set goals:

How do we reach our goals of recruiting younger educated staff of both sexes? We have to increase the cooperation with the school community, increase the flexibility in our work place for those that want to get higher education or attend work-related courses. We need to create demand for health care education and increase choices in the studies.

- ✚ Organize, long-term general marketing of existing careers in professions for care.
Establish system for general PR
- ✚ Establish a function for strategic recruiting
- ✚ Establish a function for proactive communication with long-term prospects in for instance our school and employment system
- ✚ Establish a model for integrated and permanent staff development.

2.2 Co-ordination

Description of changes that are necessary in current procedures to be able to reach set goals.:

The goal is that it should be only one way into the business, and a strategic recruitment unit is under development. We are in need for better internal coordination.

- ✚ An action plan for strategic recruitment established in all partner organizations
- ✚ A work for registration of existing competence among our staff
- ✚ Cooperation established between partners and respective schools
- ✚ Impose software for use in recruiting and competence registering
- ✚ Organize long-term general marketing of existing careers in professions for care
- ✚ Establish system for general PR.

3. Activity plan for workpackage 2

Activities	Start date	End date	Partner
Intended implementation			
Background research	81001	Ongoing	All
Material from national project partners	81201	90201	All
Making the Project plan for sub-project	81201	90301	Bodø & Haf
Create material for national projectgroup	81201	90201	Lule
Meeting at schools about staff recruiting	81201	Ongoing	Lule & Naerv
Branding Elderly care		Ongoing	Naerverkid
Organizational frame			
Kick Off meeting in Luleå	81012	81014	All
Projectday with the abating team	81112		Naerverkid
Final bulletin about OLE 2	81113		Naerverkid
Establish a national projectgroup	81201	81231	All
Kick off for all national project groups	90129	Ongoing	All
Meeting with national project group	90217		Lule
Area of responsibilities			
Telemeetings, Akureyri and Hornafjörður	81001	On going	A & H
Receive background facts from project partners	81101		Bodø
Create a national projectplan			All
Information to staff about the project	81201	Ongoing	Lule & Naerv
Function in relation to current procedures			
Background research	80808	81201	All
Background facts to transnational projectleader	81101	81201	All
Eden alternative course for the staff at Mørkin	81119	Ongoing	Naerverkid
Examination of job satisfaciton	90104	110205	Naerverkid
Implementation of software for IT-recruiting	90209	90205	Naerverkid